DOCUMENT RESUME

ED 131 944 PS 008 972

TITLE Organizing Your Community for Child Advocacy: The 4C Approach.
INSTITUTION Michigan Community Coordinated Child Care (4-C) Council, Lansing.
PUB DATE 8 Jan 76
NOTE 54p.

EDRS PRICE MF-$0.83 HC-$3.50 Plus Postage.
DESCRIPTORS *Child Advocacy; *Child Care; Child Welfare; Community Agencies (Public); *Community Coordination; Community Service Programs; *Delivery Systems; *Financial Support; Interagency Planning; *Organizational Effectiveness; Parent Participation; Private Agencies; Program Budgeting; Program Development
IDENTIFIERS Michigan

ABSTRACT

A resource document for implementation of community coordination of child care (the 4C concept), this organizational guide is based on the experiences of 24 local programs in Michigan communities, 1969-75. Flexible models are presented, capable of accommodating to the uniqueness of each community. Functioning to maximize resources, a 4C Council is a coalition of public and private administrative agencies, public and private providers, and parent-consumers of children's services. Local 4C organizations, together with the Michigan 4C Council, comprise a statewide child advocacy network. Three general developmental stages of a 4C organization are covered in this working document, with means suggested for accomplishment of tasks typical of each phase, from (1) initial committee, through (2) steering committee, to (3) permanent board. Topics treated include general organization, funding and budgeting, public relations, staffing and administrative organization. Models appended offer sample workplans, fact sheets and by-laws, as well as suggested publicity techniques. (Author/BF)

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ORGANIZING YOUR COMMUNITY FOR CHILD ADVOCACY:

THE 4C APPROACH

Prepared by the
Recognition Committee
of the
Michigan Community Coordinated Child Care (4C) Council
Lewis Cass Building, 1st Floor
Lansing, Michigan 48913
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January 8, 1976

PS 008972

LETTER OF INTRODUCTION

Dear Child Advocate:

The material which follows was developed by the Michigan Community Coordinated Child Care (4C) Council in response to numerous requests for a guide on how to organize a local 4C. It is a resource document for the implementation of the 4C concept.

The organizational guide draws heavily upon the experiences of the twenty-four (24) local 4C programs operated in communities throughout Michigan during the past six years. It presents flexible models, capable of accommodating the uniqueness of each community, while retaining the 4C focus on and approach to child advocacy.

The document addresses three general developmental stages of a 4C organization. Each section suggests means for the accomplishment of tasks typically undertaken during each phase.

As 4C grows, additional approaches to its implementation will continue to surface. "Organizing Your Community For Child Advocacy: The 4C Approach" is, therefore, of necessity, a working document, requiring periodic revision and reassessment. Your assistance in sharing experiences and comments for incorporation can provide further insights into the dynamics of 4C child advocacy.

The Michigan 4C Council staff is available to provide your community with consultation and technical assistance on request. Feel free to contact Sue Brook, Executive Coordinator, at: Lewis Cass Building, First Floor, Lansing, Michigan 48913, (517) 373-7961.

Through unity in the child caring and rearing community, we can prioritize children in the State of Michigan.

Michael L. Hudson, Chairperson
Michigan Community Coordinated
Child Care (4C) Council

Bonnie Baldwin, Chairperson
Recognition Committee
Michigan Community Coordinated
Child Care (4C) Council

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WHAT IS A 4C?

A 4C Council is designed to facilitate a coordinated approach to the community-wide planning and implementation of quality services to children. It is a coalition of public and private administrative agencies, public and private providers, and parent/consumers of children's services. It cooperatively functions to maximize resources, to enhance the child care competencies of adults, and to improve and expand the quality, scope, continuity and availability of child-oriented family support services. In short, a 4C Council is a child advocate, a proponent of quality children's services.

Local 4C organizations, together with the Michigan 4C Council comprise a statewide child advocacy network. Communication, coordination, and cooperation within this network facilitate grassroots participation in decision-making that affects children.

BEGINNING TO ORGANIZE: THE INITIAL COMMITTEE

Who Starts a 4C Program?

Frequently, an individual or a group of individuals interested in services to children has heard about 4C, Community Coordinated Child Care, and believes that 4C is a workable approach for child advocacy in their community. Further, the initiators realize that the key to success of 4C lies in the involvement of all sectors of the child care community. Very basically, 4C is accomplished by the community for itself.

Clearly, any person or group in the community willing to put in the necessary time and effort can get the ball rolling. The initiator's own subjective concerns about the community's children's services are sufficient to begin organizing a 4C, planning methods of informing the public, and pulling together a child care constituency.

Informing the Public

Organizing a 4C demands that the initiators generate public support and participation. This is usually begun with the identification of and contact with key figures in the community and includes the scheduling of an initial community-wide meeting.

The initiators may send letters to agencies, organizations, child care providers, and parent groups identified as having an interest in children's services, inviting their participation through the designation of a representative. The written invitations should be followed by telephone and personal contacts presenting the 4C concept. Through this process, participants can be identified, supporters can be generated, and additional children's services concerns can be accumulated.

It is highly recommended that the initiators seek city and county officials' endorsement of the 4C concept and participation at 4C meetings. Public official involvement not only lends credibility to 4C, but also enhances the possibility for media coverage of 4C.

The initiators should contact and involve all media sources in the community and seek their assistance in covering special 4C events and in preparing informational articles on 4C. (See Appendix A: Public Information Techniques:Utilizing the Media.) Wide media coverage assists in identifying additional interested individuals, enhances commitment, encourages participation, and apprises the general public of children's services issues.

Regardless of who the 4C initiators are, it is crucial that the first steps in organizing a 4C ensure that information be circulated as widely as possible and that everyone who might be interested in participation be notified.

Holding the Initial Community Meeting

The initial community meeting is a gathering of those persons concerned with children's services. The visible support and participation of influential citizens, powerful community agencies, and public officials at this time provides 4C with credibility. It also serves to ease future potential roadblocks to funding sources, to total

community involvement, and to assistance in assessing children's services needs.

At such a meeting, the 4C concept and the intent to begin a local 4C are explained and explored for applicability to that community. The meeting serves to elicit pledges of support and participation, to provide a forum for identifying children's services concerns, and to form a leadership nucleus to continue the organizational process.

It is interesting to note that prior to the establishment of a 4C, few communities had broadly based organizations concerned with the needs of all children. In those areas where 4C has become a viable mechanism for child advocacy, it has emerged as a neutral agent evoking the cooperation of all agencies, organizations, parent consumers and other individuals prominent in the local child care field.

Initial 4C Committee

The leadership nucleus identified at the initial community meeting should be a relatively small group of individuals committed to developing 4C into a viable organization. Mainly, this initial 4C committee will want to plan and develop follow-up activities to the community-wide meeting, to secure membership committments, to conduct a preliminary needs assessment, to obtain interim funding and to complete its transition to a more broadly representative steering committee as soon as possible.

Follow-up to the Community Meeting

Ideally, there should be a follow-up after the community-wide meeting informing those who did not attend of the proceedings and of the next meeting or steps to be taken by 4C.

It is important to continuously provide both the 4C constituency and the general local citizenry with information concerning 4C activities. The regular distribution of printed materials and periodic media coverage aid in accomplishing this.

Obtaining and Classifying Membership Commitments

A broadly based, representative membership is critical to the success of a 4C. The Initial Committee should develop a categorical membership structure in order to assist in the identification of key elements and to point out areas for additional recruitment. Traditional local 4C membership categories are: parent/consumer, public agencies, private agencies and organizations, and interested citizens. (See items 4,5, and 6 of Appendix G: Criteria for Initial State Endorsement.)

Active parent/consumer participation helps ensure that programs actually serve the real needs of children in the community. Those parents who participate in 4C have a unique opportunity to share in planning which affects the lives of their children -- through policy making, program management and operation, and allocation of resources. Therefore, parents utilizing children's services should make up at least one-third (1/3) of any 4C organization's membership. Representation from individual parent/consumers of a broad spectrum of children's services and designees of a wide variety of parent organizations should be sought.

Because 4C is intended to coordinate existing child care efforts and to impact upon policy decisions affecting children in its community, the public and private sectors are included. It is necessary that representation from the major local public and private agencies administering or providing programs for children and from private organizations concerned with the provision of services to children be members of 4C.

The interested citizen category is composed of those individuals who desire active participation but who cannot be accommodated within the other membership categories. Interested citizen members often include agency personnel not officially designated as the agency's representative to 4C, and private persons who are not affiliated with or representing a particular group.

It is a good idea to ask each of the individuals or agencies contacted to prepare a letter stating their support of the 4C concept and designating their (agency) representative for involvement in 4C meetings and activities. Having the agency designate a representative is extremely valuable when selecting a steering committee, because you then have assurance of agency participation rather than just the individual interest of an agency employee. (See Appendix B: Sample Letter of Support.)

If an agency is hesitant to provide an initial letter of endorsement, continue to involve the agency in 4C activities. Support for 4C typically accompanies familiarity with it. But 4C must prove its ability to achieve goals, and agencies may need to feel less threatened with perceived loss of turf, constituents, power, or potential funding.

Letters supporting and pledging cooperation with 4C are often useful in obtaining similar letters from hesitant agencies, organizations, and governmental units. However, be sure each originator of an endorsement letter has been told the potential uses of the letter, including public relations activities in which the 4C group may engage.

Conducting a Preliminary Assessment of Needs

Obviously there has been some perception of the need for a 4C organization, given the interest and involvement of various agencies and individuals in the Initial Committee. Beyond the presumed need, however, the Initial Committee should provide documentation with a preliminary assessment by compiling existing statistical data, implementing a simple survey, and/or gathering subjective data. The form and depth of the assessment is determined by the Initial 4C Committee and the availability of its resources. (See Appendix C: Assessing Needs and Analyzing Resources.)

The contacts made by the Initial Committee with agencies, organizations, and individuals seeking support and involvement are also perfect opportunities to elicit both objective and subjective data on needs. Requesting expertise or assistance in obtaining data may solidify support for and involvement with 4C.

These types of preliminary assessments provide direction for 4C programming. They surface needs the Initial Committee can begin to address through utilizing agency or individual expertise in workshops, encouraging colleges to offer training programs, and stimulating the community's awareness of children's needs and services.

Securing Interim Funding

While the Initial 4C Committee is establishing community support, developing a clear self-identity, and evaluating the needs of the community, it needs to find interim funding to cover the costs related to its activities: stationary, typing, duplicating, postage, film rentals, or printed materials. In-kind contributions from participating agencies or organizations are a means of defraying these costs.

Community groups, such as church organizations, labor organizations, businssmen, fraternal, women's and other service groups, may be approached for small cash contributions. But before actually soliciting donations, contact potential donors to find out:

-- the individual or committee to whom the funding request should be submitted;

-- the typical size of donations and the organization's funding preferences;

-- the information the organization requires to make funding decisions; and

-- who in the organization is friends with supporters of 4C.

Most organizations prefer a brief letter (one to two pages in length), which states the program's purpose, goals, achievements and proposed activities with target dates for completion. A specific, realistic budget should be attached. If it is necessary to solicit a portion of the 4C's interim budget from more than one source, most organizations like to know other potential funding sources and the amount requested of each.

It may be a problem for organizations or individuals to give money to a group which is not incorporated as a non-profit organization or which does not have tax exempt status. Should this be the case, the Initial 4C Committee may wish to approach an agency with such status to establish a special account to receive and disperse 4C funds.

Transition to Steering Committee

As a result of the Initial 4C Committee's work the community's awareness of and interest in the 4C concept should be greatly increased and a larger, more representative committee, typically called a Steering Committee, should take its place to expand 4C activities.

The transition to a Steering Committee traditionally occurs in one of two ways. The most frequent method is a gradual growth process during the Initial Committee phase. As key persons representating the membership categories become supporters of and participants in 4C, they are accepted as active members of the Initial Committee. Once this group has accomplished its initial objectives

and has obtained a representative membership, the transition to a 4C Steering Committee is little more than a name change.

A more structured transitional approach may be needed in your community. In such cases, it is the responsibility of the Initial Committee to design its successor's composition (total size and membership category representation), to review its constituency in order to select and invite potential members, and to convene the first meeting of the Steering Committee. Continuity is usually obtained during the transition through incorporating some of the Initial Committee members in the Steering Committee's membership and through holding one or two joint meetings of the two groups. The joint meetings provide an orientation to the Steering Committee when the progress of organizational and programmatic goals and objectives are discussed.

CONTINUING TO ORGANIZE: THE STEERING COMMITTEE

What is a Steering Committee?

The 4C Steering Committee is established because broad based community support is essential to 4C growth and success, and because there is a great deal of work to be accomplished by volunteers.

The typical Steering Committee has from twenty-one to thirty members and is organized into task-oriented sub-committees. Its tasks normally include: writing by-laws, setting goals and priorities, broadening membership, obtaining Initial State Endorsement, defining an administrative structure, seeking funding, selecting interim staff, and creating a permanent organization.

Writing By-Laws

One of the first tasks to be undertaken by the Steering Committee is usually the drafting of by-laws. By-laws provide a framework essential for the functioning of the 4C organization. They should be kept simple and flexible, excluding unnecessary detail, and allowing for changing program emphasis. It may be helpful to review the by-laws of established 4C organizations for format, content, and examples of various administrative and membership structures, but the uniqueness of each community makes it undesirable for one 4C simply to adopt another's by-laws. (See Appendix D: By-Laws.)

Setting Goals and Priorities

Although the by-laws establish the global purpose of the 4C, the Steering Committee must specify its organizational and programmatic goals and its prioritized short term objectives.

Goals essentially define the 4C's function. Annual objectives specify its methods of working toward the goal. And activities delineate its methods of accomplishing the objective within a specific time frame. Goals, objectives, activities, and target dates for completion are frequently compiled in chart form and are referred to as a workplan. The workplan is a useful document for the periodic review of 4C's progress or lack of progress in accomplishing its objectives. It is a tool for self-evaluation. (See Appendix E: Sample Workplan Format.)

In the process of establishing and prioritizing objectives and activities, it is essential that the Steering Committee inform itself of the actual status of local children's services. In addition to finding out what people are supposed to be doing, what services are actually being provided, and to whom services are being provided, the Committee will want to determine what needed direct or supportive services are not available. With a sound data base and an accurate assessment of resources, a 4C can proceed to realistically develop and prioritize objectives to address identified needs. The needs assessment required at this phase is, therefore, more sophisticated and comprehensive than that obtained by the Initial Committee. It typically includes both a compilation of statistical data and a survey of all local child care programs and child-oriented family support services. (See Appendix C: Assessing Needs and Analyzing Resources.)

The survey instrument must be carefully developed for clarity and conciseness. It should be pre-tested prior to full implementation in order to eliminate ambiguities and to determine its precision for collecting data. Compilation of the survey results are potentially useful to the 4C for information and referral purposes, as well as for the development and prioritization of objectives. If the 4C determines to utilize the results for information and referral, it is necessary to plan periodic updates to ensure accuracy and timeliness. (See Appendix F: Sample Children's Services Survey.)

Broadening the Membership

Another important task of the Steering Committee is to broaden the general membership of the 4C. The identification of key individuals, agencies, and organizations that have not, to date, been involved with the 4C is an on-going process. 4C membership should reflect the community's child caring population.

Obtaining Initial State Endorsement

At this point, the Steering Committee should be prepared to submit an application for Initial State Endorsement by the Michigan 4C Council. The application must contain documentation proving that the local 4C has met all criteria for the Endorsement. (See Appendix G: Criteria for Initial State Endorsement.)

Initial State Endorsement indicates that the foundation for a properly organized and functioning 4C has been laid. It is useful to the local 4C Steering Committee as a benchmark for measuring organizational progress and as an indication to the community-at-large that the Steering Committee is part of a statewide network of 4C child advocacy organizations.

Defining an Administrative Structure

While its other activities are continuing, the Steering Committee must begin to define an administrative structure capable of maintaining an on-going 4C organization.

There are three prevailing 4C administrative structures: 1) a committee of a public agency, 2) a committee of a private agency, and 3) an independent, incorporated 4C association. Selecting the appropriate administrative structure is a weighty decision. The benefits, detriments, and implications associated with each available option, given the characteristics of your community, must be carefully considered. It must be remembered that an administrative structure capable of retaining the 4C identity, neutrality, and child advocacy function is critical to the future success of the organization. (See Appendix H: Selecting a 4C Administrative Structure.)

Seeking Funding

Clearly, one of the most important functions of the Steering Committee is to find a financial basis capable of supporting 4C operations, both administrative and programmatic.

Funding has typically been a thorny problem. Local 4C's in Michigan have utilized local foundations, individual gifts, Title XX, city and county governments, United Ways, Community Action Agencies and other community organizations for funding.

The scarcity of cash contributions has made in-kind support important to the survival of most 4C programs. Such assistance often consists of office space, supplies, duplicating services, and staff time. (See Appendix I: Potential Sources for 4C Funding.)

Selecting Interim Staff

The Steering Committee's workload may be eased and its effectiveness increased through the utilization of interim staff. Such full or part-time staff may be on loan from a participating agency, may be hired if funds are available, or may be volunteers.

Transition to a Board

The activities of the Steering Committee culminate in the creation of a permanent Board within a defined administrative structure. Further problems and conflicts can be minimized if everyone involved with the 4C during this transition stage mutually understands the purpose and functions of the Board within the 4C administrative structure, the nature of the Board's relationship with staff, and the guidelines and operational procedures applicable to the formalized organization.

FORMALIZING THE ORGANIZATION: THE BOARD

What is a 4C Board?

The Board is the organized leadership arm of the 4C membership. It is the most visible agent responsible for maintaining the integrity and functioning of 4C child advocacy.

The specific characteristics of the Board vary according to the 4C by-laws and the 4C administrative structure. Where a 4C has chosen to affiliate with a public or private agency, administrative and management functions are shared to differing degrees between the sponsoring agency and the 4C Board. The Board may provide information, comments, and counsel to the sponsor on 4C issues, while the sponsor retains decision-making authority and supervision of staff. Or the relationship may be more characteristic of a partnership in which the sponsor retains the ultimate decision-making authority, administrative staff supervision, and related functions, while the Board exercises responsibility for program development and programmatic supervision of staff.

The Board of an incorporated 4C association is the sole authority responsible for program and policy development and supervision of staff. It is ultimately accountable for 4C progress.

Tasks of a 4C Board generally include: maintaining a broad-based participating membership, obtaining Full State Recognition, hiring staff, annual planning, and program implementation.

Board Relationship to Full Membership

The Board is selected by the general membership in accordance with the 4C by-laws. Generally elections are held at an annual meeting, Board membership reflects the sector affiliation of the full membership, and continuity is assured by staggered terms.

The Board is continually responsible for efforts designed to increase 4C membership. Many local 4C's at this stage of organizational development have found it advantageous to formalize 4C affiliation with a written membership agreement form. The agreement serves to document commitment to the purpose of the 4C and provides the basis for maintaining current membership records. (See Appendix J: Sample Membership Agreement.)

The Board is accountable to the full 4C membership for its actions on their behalf and is responsible for encouraging its full membership to participate in all 4C functions in order to ensure the vitality and effectiveness of the organization as a child advocate.

Utilization of Committees

Given the wide range of Board responsibilities and activities, the wise utilization of committees can enhance 4C effectiveness and efficiency.

It is recommended that the number of standing committees be kept to a minimum, reflecting the basic operational necessities of the 4C. Short range tasks should be accomplished by ad hoc committees which are dissolved upon task completion.

Membership on committees should include both Board members and representatives of the full 4C membership based upon individual interests and expertise. Written statements of the responsibilities of all committees often provide useful guidance and continuity for the organization. (See Appendix K: Sample Committee Role Statement.)

Obtaining Full State Recognition

At this point, the Board should be prepared to submit an application for Full State Recognition by the Michigan 4C Council. The application must contain documentation proving that the local 4C has met all recognition criteria. (See Appendix L: Criteria for Full State Recognition.)

Recognition indicates that the local 4C is properly organized and capable of effectively functioning. It is useful to the local 4C as an indication of organizational development and of the attainment of full membership in a statewide network of 4C child advocacy organizations.

Annual recertification to the Michigan 4C Council of continuing commitment to and implementation of the defined 4C purposes entitles the local 4C to uninterrupted eligibility for representation on the Michigan 4C Council Board, for consultation and technical assistance services from the Michigan 4C Council staff, and for support from the Michigan 4C Council in securing funding.

Hiring Staff

Full-time staff assistance is generally determined to be beneficial in the design and implementation of 4C programming. 4C executive and support staff are, therefore, normally hired as soon as resources permit.

The degree to which the Board is involved in the hiring of 4C executive staff is dependent upon the 4C administrative structure. Where the 4C is affiliated with a public or private agency, the framework for selection, salary, and supervision are dictated by the sponsor's personnel regulations. The Board, however, may assist the agency with various aspects: identifying general educational and experiental qualifications the person being sought should possess, defining specific program-related responsibilities of the position, and interviewing applicants. The actual role of the Board in such cases is determined by a prior negotiated agreement with the sponsor.

Where the 4C is an incorporated association, the Board exercises total responsibility. They must:

-- develop personnel policies covering benefits; vacation leave; sick leave; procedures and policies for hiring, promotion, evaluation and dismissal; overtime; grievance procedures; holidays; conduct; hours of employment; and an affirmative action plan;

-- develop position specifications (See Appendix M: Sample Specifications for 4C Executive Staff Position);

-- design screening and interviewing procedures;

-- announce the job opening ensuring wide circulation in compliance with affirmative action procedures;

-- screen all applications for the position;

-- schedule and conduct interviews with qualified candidates;

-- arrive at a rank ordered consensus on selected candidates;

-- contact and hire selected candidate in compliance with hiring procedures;

-- supervise and evaluate staff in accordance with personnel policies.

Annual Planning

The development of an annual planning capability is crucial to the effectiveness of a 4C. It provides for the integration of identified needs, prioritized objectives, and available resources in the design of the 4C program. The workplan and the budget are the primary planning tools.

The workplan is a realistic estimate of what the 4C can accomplish, usually within a twelve month time frame, and includes an evaluation component. It delineates 4C goals, objectives, activities to be accomplished, completion target dates, and assignment of personnel resources. It is developed based upon prior year's progress and accomplishments, newly identified needs, and changing priorities. (See Appendix E: Sample Workplan Format.)

The budget is a companion document to and is developed in conjunction with the annual workplan. It definitively states and anticipates both amounts and utilization of financial resources necessary for workplan accomplishment. (See Appendix N: Sample Budget Format and Appendix I: Potential Sources of 4C Funding.)

The combined specifications of the workplan and budget define the 4C program.

Program Implementation

The value of a local 4C lies not in the creation of another community organization but in the 4C organization's performance of child advocacy. The properly organized 4C is a mechanism for community translation of child advocacy from theory into practice. The defined 4C program is the selected means by which a community implements the purpose of 4C -- enhancement of the quality, scope, continuity, and availability of services to children.

PUBLIC INFORMATION TECHNIQUES: UTILIZING THE MEDIA

There are three basic kinds of publicity notices 4C organizations send to the media: the public service announcement, the fact sheet, and the press release. Each serves to inform the public about 4C and/or to generate public participation in a 4C scheduled event.

A description and sample format for each kind of publicity notice follows, but regardless of which is used, considering some general tips will make it easier for your material to be used.

General Tips

-- Personal contact is important. Talk to reporters, editors and program directors on a regular basis.

-- Send notices regularly. If you don't have anything new, invent (create) news or rework an old notice in a different way.

-- Depending on the type and importance of the event, you may want to send both a factual and a human interest notice.

-- Know and follow the particular requirements of your contacts. This increases the chances of your notice being used.

-- Relate your notice to the local area.

-- When possible, use a picture. Learn the photo requirements of the paper and identify good photographers. Identify any people in the photo and include a caption.

-- Always distribute material such as posters in person.

-- Look carefully for any publicity resource. Ethnic clubs, ethnic newspapers, shopping guides, community organizations, and morning television shows are all ways of sending your message.

Public Service Announcements

Public service announcements are generally given to news editors, assignment editors, broadcasters, producers, and program departments of radio and television stations.

Determine what stations service your area. Know the stations' formats, kinds of programs, and audiences. It is a good idea to call the station and to talk with the program director in order to determine how he can use your announcements and what particular requirements he has. Periodically call the program director to determine if he is still there (or has been replaced) and if there are any problems in receiving your announcements.

In preparing a public service announcement always double space and if it is short, triple space. Always type the body in capital letters. Keep your sentences short and to the point. Write it in a conversational manner. Relate the message to your local area. If there are difficult names in the announcements, spell them phonetically above the name. Public service announcements should be one page, if possible. They should be about one event only. If necessary, send other announcements. A fact sheet should accompany your announcement.

(LETTERHEAD OR PLAIN)

P U B L I C S E R V I C E

A N N O U N C E M E N T

FROM: Durango Community Coordinated
Child Care Association
1492 Columbus Avenue
Durango, Michigan 48000

FOR MORE INFORMATION:

CONTACT: John Doe at 555-1212

FOR RELEASE BETWEEN DECEMBER 1 and 7

THE DURANGO COMMUNITY COORDINATED CHILD CARE ASSOCIATION WILL BE HOLDING ITS ANNUAL GENERAL MEMBERSHIP MEETING ON DECEMBER 7, THURSDAY, (Zay-Chuck) AT 7:30 p.m. IN WALTER TZADCUK HALL, 1942 SUMMER. THE GENERAL PUBLIC IS INVITED.

Press Releases

Press releases are sent to the news editors, city editors, feature editors, metro editors, and reporters of newspapers and magazines. Once again, make personal contact and find out particular requirements, deadlines, and other important information. Remember that it is easier for the newspapers or magazine to use your material if you meet their requirements.

Press releases can either be written in a factual manner or from a human interest angle. Include relevant names of people in your releases. When there are names, attach a note with the person's name, address and phone (with their permission).

Double space your press release. In writing the subject line, include the purpose of the release and try to utilize the organization's name. If your release is more than one page, use an abbreviated form of the subject line on the second page. Also remember to avoid breaking paragraphs between pages. Include the most important information at both the beginning and the end of the release.

(LETTERHEAD OR PLAIN)

P R E S S R E L E A S E

FOR MORE INFORMATION:
CONTACT: John Doe at
555-1212

FOR USE BETWEEN DEC. 1 and 7

DURANGO COMMUNITY COORDINATED CHILD CARE ASSOCIATION
TO HOLD MEMBERSHIP MEETING

The Durango Community Coordinated Child Care Association will hold its annual General Membership meeting on December 7, 1974, Thursday at 7:30 p.m. in Walter Tzaduck Hall, 1[illegible]2 Summer.

The meeting will be chaired by Mayor Elmer Fudd and is an annual event held to review objectives, amend the by-laws, elect a Board and to review the budget.

Kelly Comet, Durango Community Coordinated Child Care Association Coordinator will conduct a brief orientation session for new members and other interested persons. The meeting is open to the general public.

For more information about the Durango Community Coordinated Child Care Association General Membership Meeting on December 7, 1974, please call the Association at 555-1212.

Fact Sheets

A fact sheet is a more detailed description of the scheduled event or the 4C organization. As such, a fact sheet should accompany both your public service announcements and your press releases.

It is a good idea to periodically send additional copies of your fact sheet to the people on your media mailing list. And if there are revisions in your prepared fact sheets, it is critical that the revised fact sheet be sent to all of your media contacts.

A fact sheet should be one or two pages in length, and in special cases, perhaps three pages. It describes the who, what, where, when, and how of your organization or event. Each section should be single spaced but double spaced between sections.

(LETTERHEAD OR PLAIN)

F A C T S H E E T

FOR MORE INFORMATION:

CONTACT: John Doe at

555-1212

WHAT: Durango Community Coordinated Child Care Association General Membership Meeting

WHERE: Walter Tzadcuk Hall, 1942 Summer,
Durango, Michigan 48000

WHEN: December 7, 1974, Thursday, 7:30 p.m.

(How: Where applicable)

WHO: Durango Community Coordinated Child Care Association, 1492 Columbus Avenue, Durango, Michigan 48000

PURPOSE: Annual meeting of Durango Community Coordinated Child Care Association to review objectives, amend by-laws, elect Board and review budget.

SPONSORS: Durango Community Coordinated Child Care Association, United Fund - Community Services and Community Action Program.

FEATURES: OR (AGENDA:) There will be a brief orientation program for new members and other interested persons. The role and function of the Durango Community Coordinated Child Care Association will be reviewed. There will be an opportunity for questions and answers and for membership.

Prepared by the Michigan 4C Council in consultation with the Office of Intergovernmental Relations, Michigan Department of Management and Budget.

SAMPLE LETTER OF SUPPORT

Durango Community Coordinated
Child Care Association
1492 Columbus Avenue
Durango, Michigan 48000

Dear Mr. Chips:

In response to our meeting of December 7th, this is to officially express our interest in and support of coordinating children's services to more effectively improve the quality of services available to the children of Durango County.

As you know, the Durango Community Agency has been concerned with the provision of quality pre-school services since its inception. We are eager to become involved with the Durango 4C Association in its coordinating, planning and advocacy activities. Therefore, Charles Schultz, Coordinator of the Pre-School Education Department, has been designated by me to represent this agency in all 4C activities.

We are pleased to be able to work with 4C to enhance the lives of our children.

Sincerely,

Lucy Brown, Director
Durango Community Agency

LB:ll

ASSESSING NEEDS AND ANALYZING RESOURCES

This summary listing of types of data to obtain and useful persons to contact may prove helpful in conducting your 4C needs assessments and resource analyses.

Types of Data

The following is a general list of data a 4C may want to compile depending upon its organizational stage and program emphasis.

A. DEMOGRAPHIC INFORMATION

1. age distribution of population
2. concentration of children by area
3. housing density

B. ECONOMIC INFORMATION

1. income
2. unemployment and/or major employers.
3. number of working single parents

C. SOCIOLOGICAL INFORMATION - INCIDENCE OF:

1. child abuse and neglect
2. single parent families
3. recipients of public assistance
4. divorce where children are present
5. state wards (courts and DSS)

D. EDUCATIONAL INFORMATION

1. school performance in early grades
2. number of drop-outs
3. incidence of learning disabilities
4. enrollment in special education programs

E. HEALTH INFORMATION

1. number of births
2. incidence of child mortality by ages and causes

3. incidence of reportable communicable diseases

4. incidence of mental retardation

5. poison control data

6. extent of school absenteeism for illness (and other reasons)

7. extent of physical handicaps

8. levels of immunization in the community

F. CHILD CARE INFORMATION

1. number of family day care homes, child care centers, and certified aides

2. number of child care slots

3. number of children currently in care

4. ages of children in care

G. SUBJECTIVE INFORMATION

1. parent's expression of needs, priorities

2. local attitudes about child care

3. identification of gaps in service

4. community capacity to support programs for children

H. RESOURCES INFORMATION

1. number and kinds of services being provided for children

2. location and hours of children's services

3. data pertaining to utilization of services

Useful Contacts

It is important to touch base with all of the places and people in your community who might have access to needed information, who could assist the 4C in getting needed information, or who could offer other appropriate contacts. The following are examples of potentially useful sources to a 4C in conducting a needs assessment or resource analysis:

-- City and/or County Planning Departments (a good resource for census data, maps, and other demographic information)

-- City and/or County Health Departments

-- County Department of Social Services

-- Michigan Employment Security Commission (a resource for labor statistics and information about employment in the community)

-- manpower planning councils (usually a good resource for information about public employment programs, job trends,etc.)

-- universities and colleges (an excellent resource for a variety of reasons, which will be discussed below).

-- special interest groups (a resource for information about specific children's needs in your community)

-- community mental health boards

-- health councils (a resource for information about existing and planned health services and trends)

-- hospitals

-- police departments

-- United Way (a very valuable resource which will also be discussed below)

-- probate courts

-- community action agencies (to be discussed below)

-- Mayor, City Manager, Township Supervisor or County Commissioner

-- citizens involved with civic affairs

-- local newspaper reporters, and editors

-- public library.

Universities and colleges are special because of the information they have available, the expertise they can lend to a 4C, and because they are a good resource for volunteer assistance. University or college departments, such as Education, Sociology, Community Service, may have access to relevant data. It may be possible that students have already conducted some manner of needs assessment and resource analysis. If not, the 4C could explore ways in which the college or university could provide assistance. Many times student volunteers can be obtained. The 4C gets the expertise and labor of the students, while the students receive academic credit.

The United Way may have research staff that can assist 4C in the project. Because many social agencies in the community are associated or have contact with the United Way, the staff may be able to direct the 4C to the appropriate agencies and provide an increased degree of cooperation and prestige.

Community Action Agencies can provide assistance similar to that of the United Way. CAA's usually have data related to incidence of poverty and community services available to the low-income. If they have Head Start funds, they have a special interest in children and are likely to have data related to both children and families.

BY-LAWS

The By-Laws are an important part of any organization. They define the purpose and the basic rules of the 4C.

A good set of By-Laws must be able to answer most organizational questions that arise from time-to-time; they must be understandable to the members; and they must be flexible enough to accommodate changing priorities.

A skeletal outline follows to provide guidance in writing your 4C's By-Laws.

Article I. Name
The full legal name of the 4C organization should be stated, as well as any abbreviated form typically used to refer to the organization.

Article II. Purpose
The basic purpose of the 4C organization should be stated in terms specific enough to provide guidance and direction but flexible enough to allow for growth and changing priorities.

Article III. Members
The general membership sectors, eligibility requirements for membership, procedures for accepting members, and information about dues (if assessed) should be stated. To prevent the By-Laws from becoming too cumbersome, it may be useful to develop an accompanying document on membership policies.

Article IV. Officers
The titles and duties of the 4C officers should be stated. The general procedure for the selection of officers, the terms of the officers, and any special conditions placed upon officers should also be included.

Article V. Meetings
This section should indicate how many and the general procedure for calling regular and special meetings of the 4C membership and/or Board. It should also specify the number of people required to transact business at meetings (the quorum).

Article VI. 4C Board
The general composition, selection procedures, and authority of the 4C Board should be defined.

Article VII. Committees
The names and selection procedures of all standing committees should be specified. Provision should also be made for ad hoc committees. Generally the number of standing committees should be kept to a minimum, reflecting the basic operational necessities of the 4C.

Article VIII. Amendment of the By-Laws
There should be a statement indicating how, when, and under what circumstances the 4C By-Laws can be amended.

If a 4C is incorporated as a non-profit, tax-exempt corporation in the State of Michigan or intends to apply for the non-profit, tax-exempt status, Internal Revenue Service regulations require two additions to the by-laws. An article entitled "Fiscal Year" must state the 4C's designated twelve month fiscal year. And an article entitled "Dissolution" must state that upon dissolution of the 4C, all real and personal assets of the organization will be distributed to other non-profit, tax-exempt organizations.

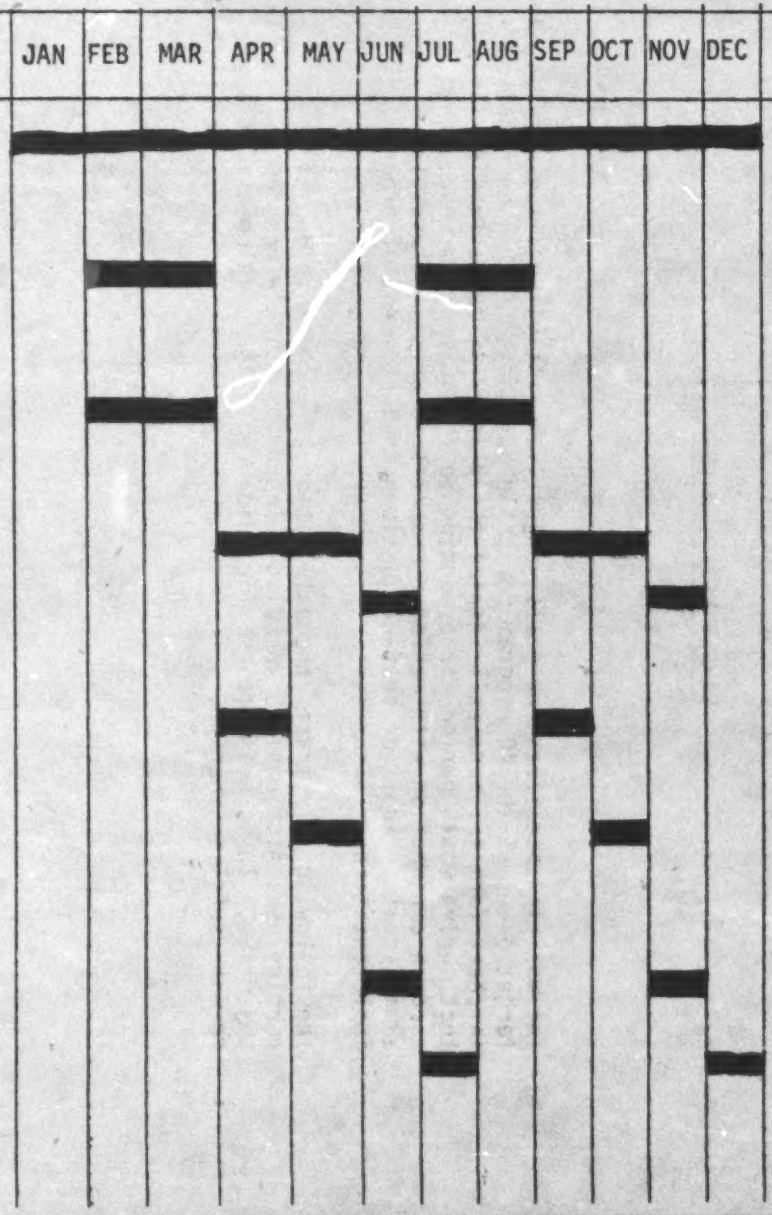
SAMPLE WORKPLAN FORMAT

The workplan specifies the goals, objectives, activities, and completion target dates of the 4C program for child advocacy. It may be compiled in chart form to graphically depict the planned 4C operations during that twelve month period corresponding to the 4C program year. When used in conjunction with periodic progress reports, the workplan is an administrative tool for self-evaluation and assessment of program implementation.

The following illustrates the utilization of a chart to depict a portion of a fictional 4C workplan related to a single program objective. It is meant to provide guidance in the development of a format useful to your 4C.

GOAL: To advocate for the comprehensive, effective delivery of services to children in Durango County.

OBJECTIVE: To provide technical assistance to family day care home providers.



ACTIVITIES	RESPONSIBILITIES
1. Conduct a needs assessment of types of training desired.	Staff
2. Plan 4 workshops for each of 2 training programs, secure community resources and facilities.	Staff and Ad Hoc Training Committee
3. Recruit and enroll 25 family day care home providers for each training program.	Staff
4. Conduct training program.	Staff and community resource people
5. Evaluate and develop report on training program.	Staff and Ad Hoc Training Committee
6. Plan 2 enrichment training programs, secure community resources and facilities.	Staff and Ad Hoc Training Committee
7. Recruit and enroll 15 family day care home providers for each enrichment training program.	Staff
8. Conduct enrichment training program.	Staff and community resource
9. Evaluate and develop report on enrichment training program.	Staff and Ad Hoc Training Committee

E-2

SAMPLE CHILDREN'S SERVICES SURVEY

The following is a skeletal outline of the types of information 4C organizations have found useful in implementing a community-wide children's services survey.

The specific content of your survey instrument will depend upon how you intend to use the results. Periodic updates help ensure timeliness and accuracy of the information compiled.

Name of Program: _____

Address: _____ City: _____ Zip: _____

Phone: _____

Name of Program Director: _____

Address: _____ City: _____ Zip: _____

Phone: _____

Name of Contact Person: _____

Address: _____ City: _____ Zip: _____

Phone: _____

Age of Children Served: _____ Number of Children Served: _____

Special Characteristics of Children Served (if any): _____

_____

Do You Have a Waiting List? _____ Do You Have Openings? _____

Geographic Area Served: _____

Is Family Participation Required? _____ Is Transportation Provided? _____

Days Open: _____ Hours Open: _____ Months Open: _____

Rate: (by hour) _____ (by day) _____ (by week) _____ (by month) _____

Please Provide a Brief Description of the Purpose of Your Program: _____

_____

_____

Please Provide a Brief Description of the Services Your Program Offers: _____

_____

_____

Do You Want Referrals?: _____

CRITERIA FOR INITIAL STATE ENDORSEMENT

It is the intent of these criteria to serve as a guide in the development of a local 4C organization. Initial State Endorsement indicates that the foundation for a properly organized and functioning 4C has been laid.

An application for Initial State Endorsement must contain documentation of your 4C's having met all seven (7) criteria specified below. The general types of documentation required by the Recognition Committee are indicated for each of the items. However, the Committee may request further clarification and/or documentation of applications.

1. Establishment of a steering committee.

   Submit a membership roster and meeting minutes of your 4C steering committee.

2. By-laws.

   Submit a copy of your 4C by-laws.

3. Statement of endorsement of the applicant body by the County Board(s) of Commissioners and chief public official(s) of the principal cities.

   Submit a copy of each endorsement obtained.

4. Letters of support and cooperation from public children's services agencies in your community (such as: school districts, colleges and universities, county DSS, human service agencies, mental health agencies, county Health Department, probate court, health planning agencies, manpower planning agencies, child care providers).

   Submit a copy of each letter obtained.

5. Letters of support and cooperation from private children's services agencies and organizations (such as: child care providers, colleges and universities, medical and dental societies and associations, professional associations, United Way, human service agencies, hospitals, community organizations, service clubs, labor and management organizations, interested citizens).

   Submit a copy of each letter obtained.

6. Letters of support and cooperation from parent/consumer children's services organizations (such as: Head Start parents, day care parents, cooperative nursery parents, foster parents, adoptive parents, parent/teacher/student organizations, welfare rights organizations, special parent interest groups, interested citizens).

   Submit a copy of each letter obtained.

7. Statement of intent to examine:

   a. children's needs and services;
   b. staffing arrangements;
   c. administrative structure (committee of a private agency; committee of a public agency; independent, incorporated 4C organization);
   d. funding;
   e. new member procedures;
   f. fiscal management structure.

      Submit a copy of the general statement of intent and your 4C's progress to date on each item listed.

Submit all applications for Initial State Endorsement to:

Recognition Committee
Michigan Community Coordinated Child Care (4C) Council
Lewis Cass Building, 1st Floor
Lansing, Michigan 48913

Assistance is available from Michigan 4C Council staff (517/373-7961).

SELECTING A 4C ADMINISTRATIVE STRUCTURE

Local 4C organizations typically assume one of three administrative structures: 1) a committee of a public agency; 2) a committee of a private agency, or 3) an independent, incorporated 4C association.

Selecting the 4C administrative structure appropriate for your community is a critical decision. The following discussion of the characteristics and implications of opting for a committee of a public or private agency or for an independent, incorporated 4C association is presented as guidance in making your decision.

Committee of a Public or Private Agency

The best way to implement an on-going 4C program may be to affiliate with either a public or private agency. City and county governments during the past ten years have greatly increased their activities in the field of human services. Therefore, 4C might consider affiliating with an existing public agency, such as a health department, a human services agency, or a community development department. Private agencies, such as United Way, Community Action Agencies, and Child and Family Services, have also provided sponsorship to 4C's.

In many cases where the Steering Committee has selected this option, the public or private agency has been interested in or involved with the 4C since its inception in the community. The affiliation may thus be an outgrowth of this continuing interest and involvement. Where agency involvement with 4C has been limited, however, the Steering Committee will need to formally approach the public or private agency for a sponsorship commitment. Regardless of whether the affiliation is "natural" or solicited, commitments for sponsorship which are capable of promoting an effective 4C are obtained only through negotiation.

The Steering Committee must negotiate for sponsorship based upon its perception of what is necessary for 4C success. They must then be prepared to compromise, short of prohibiting future 4C effectiveness, or to establish the 4C as an independent, incorporated association.

The potential sponsor will undoubtedly interject its expectations based upon agency policy, past experience, or its perception of 4C. Many times public and private agencies operate with procedures deriving from personnel regulations, charter provisions, or funding stipulations over which they have little or no control. Therefore, compromise will be possible on certain issues and impossible on others.

The Steering Committee should consider the following in relationship to a potential private or public agency affiliation:

-- How will the community and 4C constituents view the affiliation with a public or private agency? Will it help or hinder 4C?

-- How sincere is the commitment? Will the public or private agency truly operationalize the principles of 4C?

-- Are there agency limitations which might unduly constrain 4C?

-- Are the funding arrangements satisfactory? Will the public or private agency assist in securing continued funding?

-- Are there conflicts between 4C and the purpose, goals or other projects of the public or private agency?

-- Will the agency provide prestige, influence and/or leverage which will benefit 4C?

-- To what degree will the agency be involved with the hiring and supervision of 4C staff and with the development of 4C policy or program activities?

-- What is the relationship of the 4C to other agency projects?

-- Can the neutrality and program emphasis of 4C be maintained?

-- Is this the most effective way of implementing 4C, given the available alternatives? What are the long term implications of this affiliation?

The Steering Committee may decide that affiliation with a public or private agency is neither appropriate nor feasible. The alternative is incorporation as an independent 4C association.

Incorporated 4C Association

The organization of a 4C as an independent, non-profit association requires considerable preparatory work by the Steering Committee. A proper structural base must be established as a prerequisite to 4C success. The association must be capable of developing and implementing policies and procedures, designing and carrying out activities, securing continued funding, maintaining a representative membership, and ensuring both fiscal and programmatic accountability.

The association must also incorporate as a non-profit corporation and should obtain tax exempt status. Articles of Incorporation for non-profit corporations are available from: Michigan Department of Commerce, Corporation and Securities Bureau, Corporation Division, P.O. Drawer C, Lansing, Michigan 48904. Contact your local office of the Internal Revenue Service for tax exempt status requirements. Legal consultation may be helpful in filing for this status.

Before deciding to incorporate, however, the Steering Committee should consider the following issues:

-- How will the 4C corporation be viewed by its constituents and by the community-at-large?

-- Will the membership be commited to 4C? Can they provide the necessary leadership?

-- Will an independent corporation provide prestige, influence and/or leverage which will benefit 4C?

-- Have all organizational prerequisites been obtained?

-- Is this the most effective way of implementing 4C, given the available alternatives?

If a realistic assessment of the 4C's progress indicates that a viable, independent association is neither feasible nor appropriate, the Steering Committee may wish to establish an interim affiliation with a public or private agency. Incorporation may be a long range organizational goal.

POTENTIAL SOURCES OF 4C FUNDING

There are three main sources of funding for 4C programs: foundations, revenue sharing, and federal grants and contracts. Although no funding source is available forever, 4C will want to approach the source with the most potential for on-going financial support.

Foundations

Of the six hundred fifty (650) foundations in Michigan, two-hundred thirty-five (235) have assets over $100,000 and make contributions of at least $25,000 per year. Therefore, local 4C's should put forth the effort to become knowledgeable about the types of foundations, their funding preferences, and how to obtain a foundation grant.

Begin your search for information on foundations at your local library. Consult: The Foundation Directory, Russell Sage Foundation; Annual Register of Grant Support, Academic Media Inc.; Philantrhopic Digest (periodical); Foundation Reports (periodical); and Foundation News (periodical). Two additional recent publications specific to Michigan foundations are The Directory of Foundations published by the Michigan League for Human Services, 200 Mill Street, Lansing, Michigan and The Foundation Directory published by the Conference of Michigan Foundations, 200 G Waters Building, Grand Rapids, Michigan 49502. These publications contain essential descriptive material on each foundation listed including: contact person; interest areas for giving; total annual expenditures; number of gifts per year; current assets; board members, trustees, and staff; and current foundation trends. Another resource for some good general hints on how to obtain funds from and information on specific foundations is: How to Raise Funds from Foundations, Joseph Dermer, Public Services Materials Center, 104 East 40th Street, New York, N.Y. 10016, 1968.

The annual reports published by each foundation provide additional specification of amounts of individual grants, recipients of grants, funded activities, trustees, and background information. It may be helpful, therefore, to obtain copies of the annual reports of those foundations initially identified as potential sources of funding.

Once documentation of the apparent interest of certain local or national foundations in supporting child-oriented programs has been obtained, it is important to continue your investigative efforts to determine the appropriate grant application formats and procedures of each potential funding source. Most major foundations and an increasing number of small foundations have written application procedures. Some issue only general guidelines. 4C should contact either the staff person or the contact person listed in the directories for guidance.

Foundations typically prefer a brief letter (two to three pages in length) that concisely states the applicant's purpose, goals, and achievements; the history of the applicant's programmatic and organizational growth; the project to be funded, and the amount of money needed. Attach to the proposal letter a self-explanatory line item budget and a few short 4C informational items, such as a program brochure, a brochure on children's services, a current newsletter, or the most recent annual report.

Certain kinds of communication are more effective than others. The more complex and complicated a program's growth and/or structure is, the greater the need for a personal meeting with the foundation representatives. In such cases, make an appointment with the foundation representatives to submit the proposal in person. The 4C staff person and a board member should attend the meeting. Social agency protocotol dictates that if the presentation is to foundation staff, it may be mutually made by the 4C staff person and board member. But if the presentation is to the foundation's board of directors or trustees, the 4C board member must make the oral presentation, with 4C staff available to provide details and to respond to questions.

There are a few recommended techniques to utilize in preparing for a personal oral presentation. First of all, train for the visit. Key board members and 4C staff should generate both questions the foundation can ask about 4C and its activities and clear concise answers to each question. Be able to state what the 4C program is in one sentence. At the most you will have 30-40 minutes for the presentation. Secondly, be business-like. Those 4C persons meeting with the foundation representative must project commitment, sincerity, and confidence in themselves and 4C. Foundations often support projects or turn them down based on how they perceive the people before them. Thirdly, take several additional copies of 4C brochures, newsletters, the annual report, or position papers to leave the foundation representatives for later review. And finally, organize your presentation to highlight the direct and indirect benefits of your project to the foundation and the community: the worthiness and measurable improvements 4C can make in children's services, the local control and use of funds to meet local needs, and the public relations value for the foundation.

Foundation proposal reviewers generally look for:

-- worthwhile projects that are within the objectives of the foundation;
-- an understanding of the problem and a sound approach for positive impact on the problem;
-- evidence that the project staff is qualified for the task;
-- proof that the agency is capable of carrying out the project; and
-- alternatives for combined funding utilizing other sources.

Revenue Sharing -- City or County Funds

Revenue sharing funds are monies returned by the Federal Government to local communities for categorical or general purposes. They are allocated by local governmental units, within general guidelines. Since they are technically federal funds, they cannot be used by agencies to match other federal dollars.

Governmental units are not required to utilize citizen participation in the allocation of revenue sharing funds but are required to notify the community-at-large of how funds were expended. Such expenditure reports are useful in ascertaining the funding interests of local elected officials. Are they concerned with human services or are they streets and bridges people?

Before submitting a request for funds, the 4C should identify the local funding cycle (when is the best time to request funding?),the local financial situation (what funds remain uncommitted?), and the formal process for requesting funds (to whom are requests submitted, what is the proposal format, and how are requests reviewed?).

Since the allocation of revenue sharing funds takes place in a political arena, success is dependent upon the knowledge and favorable perception of 4C by the public officials.

Federal Grants and Contracts

Title XX: The most prevalent source of Federal funds used by local 4C programs in Michigan is Title XX of the Social Security Act. The Michigan Annual Social Services Plan for 1975-1976 allows the Michigan Department of Social Services to fund 4C councils for the provision of day care related technical assistance through a purchase of services.

The Department of Social Services reviews purchase of service proposals and awards contracts based upon a number of factors including, but not limited to:

-- the proposal's compatability with Title XX requirements and the Request for Proposal (RFP);
-- the proposed method of service delivery;
-- the qualifications and experience of staff and the agency to provide the service; and
-- cost factors.

For current and detailed information on the status of purchase of services, contact: Purchase of Social Services, Michigan Department of Social Services, 300 South Capitol Avenue, Lansing, Michigan 48926, (517) 373-7894. Assistance is available from the Michigan 4C Council, Lewis Cass Building, First Floor, Lansing, Michigan 48913, (517) 373-7961.

CETA: The Comprehensive Employment and Training Act (CETA) provides funds for on-the-job training of previously unemployed persons within specified limitations. Some 4C's have utilized this source to train and/or pay portions of salaries of 4C supportive staff and child care center staff. Contact your local manpower office for specific information.

R&D: Research and Demonstration (R&D) grants are periodically available from the Department of Health, Education, and Welfare and other Departments of the Federal Government for child oriented projects related to national priorities. Proposals are solicited through widely circulated requests for proposals (RFP's).

Experience indicates that R&D funds seldomly relate to the provision of services and usually are earmarked for those agencies already receiving like funding and those who have done considerable prior politicking. The research orientation normally precludes the utility of this funding source to local 4C groups, but exceptions can occur.

SAMPLE MEMBERSHIP AGREEMENT

MEMBERSHIP AGREEMENT

DURANGO COMMUNITY COORDINATED CHILD CARE ASSOCIATION

1492 Columbus Avenue
Durango, Michigan 48000

We recognize the need to coordinate activities related to the development and provision of services and programs affecting children in Durango County, Michigan.

We realize that cooperative arrangements among public and private administrative agencies, public and private providers and parent/consumers of children's services will promote child advocacy, maximize available resources, enhance the child care competencies of adults, and improve and expand the quality, scope, continuity, and availability of child-oriented family support services.

Therefore, we shall cooperate with the Durango Community Coordinated Child Care (4C) Association through efforts to ensure the comprehensive, effective development and delivery of services to children in Durango County, Michigan.

NAME OF AGENCY/ORGANIZATION _____

AUTHORIZED SIGNATURE _____

TITLE _____

We have designated _____

to represent _____

on the Durango Community Coordinated Child Care Association.

ADDRESS OF REPRESENTATIVE _____

_____

TELEPHONE NUMBER OF REPRESENTATIVE _____

DATE _____

SAMPLE COMMITTEE ROLE STATEMENT

DURANGO COUNTY 4C ASSOCIATION

ROLE OF THE LEGISLATIVE COMMITTEE

STRUCTURE

1. The Legislative Committee is a standing committee of the Durango County 4C Association.

2. The Chairperson and a nucleus of the membership of the Legislative Committee will be appointed annually by the Chairperson of the Durango County 4C Association.

3. Membership on the Committee is not limited to Board members. Any 4C Association member may be asked to serve as a Committee member or in an advisory capacity to the Committee.

4. A member of the Durango County 4C Association staff will be assigned to the Committee by the Coordinator. Staff will serve in a supportive, non-voting capacity to the Committee.

5. When a member cannot be present at a scheduled Committee meeting, it is the responsibility of that member to so notify staff or the Committee Chairperson.

FUNCTION AND RESPONSIBILITIES

The Legislative Committee will:

1. analyze and critique legislation, rules, and regulations affecting children. Consideration should be given (but not limited) to the following:

   a. who is affected by the proposed legislation, rules, and regulations?
   b. what relationships will be created, maintained, or destroyed?
   c. what are the reasons for the legislation, rules, and regulations?
   d. how does the proposed legislation, rules, and regulations fit into the total child care picture?
   e. how could the legislation, rules, and regulations be improved?

2. seek and consider comments from association members regarding legislation, rules, and regulations;

3. present their analysis and recommendations to the Board;

4. communicate Board approved positions to Association members, public officials, media, and others, as appropriate;

5. present testimony or comment on legislation, rules, and regulations in coordination with the Board.

ROLE OF THE CHAIRPERSON

The Legislative Committee Chairperson will:

1. assign specific legislation, rules, and regulations to members for synopsis, critique, and recommendations;

2. ensure distribution of appropriate supportive or guidance documents to the Committee, in conjunction with staff;

3. review all materials developed by Committee members;

4. report Committee actions and/or recommendations to the Board on a periodic basis;

5. schedule and preside at all meetings of the Committee;

6. prepare an agenda for each meeting of the Committee;

7. ensure distribution of Association anaylses, in conjunction with staff.

8. serve on the Executive Committee.

The Committee Chairperson may be asked to represent the Board at public hearings and governmental committee meetings regarding legislation, rules or regulations.

CRITERIA FOR FULL STATE RECOGNITION

It is the intent of these criteria to serve as a guide in completing the organizational development of a local 4C. Full State Recognition indicates that the local 4C is properly organized and capable of effectively functioning within the framework of 4C child advocacy.

An application for Full State Recognition must contain documentation of your 4C's having met all nine (9) criteria specified below. The general types of documentation required by the Recognition Committee are indicated for each of the items. However, the Committee may request further clarification and/or documentation of applications.

1. Completion of all criteria for Initial State Endorsement.

   Submit a copy of your 4C's Initial State Endorsement. (If your 4C elects to apply for Full State Recognition without previously having obtained Initial State Endorsement, documentation as specified in Appendix G: Criteria for Initial State Endorsement is required.)

2. Steering committee succeeded by a permanent organization: committee of a private agency; committee of a public agency; or independent, incorporated 4C organization.

   Submit an organizational chart, a copy of your current 4C by-laws, a Board membership roster, and copies of Board meeting minutes.

3. Properly organized membership including the public, private, and parent/consumer sectors.

   Submit a copy of each membership agreement obtained.

4. Procedures for new members.

   Submit a copy of your 4C's policy on membership.

5. Documentation of children's needs and services.

   Submit a copy of your 4C's community needs assessment and analysis of resources.

6. Annual workplan documenting involvement in at least two of the three following areas:

   a. public information activities (such as: information and referral, newsletters, brochures, resource directories, media presentations);

   b. training and technical assistance designed for groups (such as: child care providers, parent/consumers, agency personnel);

c. community capacity building activities (such as: cooperative purchasing, lending libraries, resource mobilization and coordination).

Submit a copy of your 4C's annual workplan.

7. Procedures for program self-evaluation and assessment.

Submit documentation of the method(s) your 4C uses for self-evaluation and assessment of program.

8. A plan for financing 4C activities.

Submit a copy of your 4C budget (may consist entirely of donated services).

9. Evidence of fiscal responsibility.

Submit a statement of your 4C's fiscal management structure.

Submit all applications for Full State Recognition to:

Recognition Committee
Michigan Community Coordinated
Child Care (4C) Council
Lewis Cass Building, 1st Floor
Lansing, Michigan 48913

Assistance is available from Michigan 4C Council staff (517/373-7961).

Maintenance of Full State Recognition requires submission to the Michigan 4C Council office of reports (such as: workplan, budgets, proposals, brochures, and progress reports) at least quarterly. It also requires annual recertification to the Michigan 4C Council by April 1st of continuing commitment to and implementation of defined 4C purposes.

SAMPLE SPECIFICATIONS FOR 4C EXECUTIVE STAFF POSITION

The specifications for a 4C executive staff position are used both for recruitment and for administrative purposes. As such, they should include general information regarding the qualifications of the person being sought, the salary range established for the position, a clear indication of who supervises the position, and a description of responsibilities assigned to the position. All specifications must be subjected to periodic review and revision to reflect altered responsibilities related to program growth and changing priorities.

The following is a general guide for use in developing the initial specifications for your 4C executive staff position.

Educational and Experiential Qualifications

The general qualifications of the person being sought for the 4C position should be specified to include a combination of education and experience.

Most communities require a minimum of a bachelor's degree in social work, sociology, community organization, child development, administration, or related fields and demonstrated administrative ability of two year's minimum duration with proven skills in the areas of writing funding proposals and related documents, and working effectively with volunteer committees and community agencies/organizations.

Salary Range

The salary for a 4C executive staff position should be competitive with similar positions in the community.

Supervision

The supervision of a 4C executive staff person will vary according to the organization's administrative structure. In an independent, incorporated 4C, the executive staff person of the 4C is supervised by the Board. A 4C which is part of a private or public agency may have its executive staff person supervised both by the Board and the agency or the agency may exercise sole supervisory responsibility.

Description of Specific Responsibilities

The following are examples of specific responsibilities of a 4C executive staff person as related to administration, to the Board, and to the program.

A. ADMINISTRATION

- prepares, in conjunction with the Committee/Board, annual and multiyear workplans.
- prepares progress reports on 4C activities and accomplishments, as required.

- locates funding sources; prepares and presents 4C budget, in conjunction with Committee/Board.

- provides supervision for all 4C staff.

- provides for fiscal and programmatic accountability.

- ensures compliance with all applicable personnel policies, reporting requirements, and funding agreements.

B. BOARD

- maintains 4C membership

- provides staff support to all committees and/or Board.

- recommends priorities for action to the Board.

C. PROGRAM

- represents the 4C at public and private meetings related to 4C activities.

- serves as a resource person to individuals, agencies and organizations serving children.

- gathers pertinent data concerning child care resources and needs; prepares recommendations and reports, based on identified needs, as to possible alternative approaches in meeting those needs.

- acquaints local community with information on children's services, programs and needs. Responsible for news releases, newsletter and other public education documents.

- develops a sufficient knowledge of legislation affecting children. Communicates pertinent legislative information to the 4C constituency. Communicates 4C policy on specific legislation to the membership and governmental entities concerned.

SAMPLE 4C BUDGET FORMAT

A budget format must depict the anticipated utilization of finarcial resources in a manner which facilitates workplan accomplishment.

The following is provided as general guidance in developing a budget format for use by your 4C. The basic format will need to be adapted, however, to meet the specific requirements of your funding sources.

I. Salaries and Wages
Show the total salary for each staff member.

II. Fringe Benefits
Fringe benefits for staff typically include hospitalization, life insurance, worker's compensation, unemployment, and FICA.

III. Communication
Show the total cost of each item associated with agency communication, usually including: telephone, postage, and printing.

IV. Supplies
Itemization generally includes consummable supplies: office supplies, subscriptions, reference and resource materials.

V. Equipment
Include costs associated with the purchase, rental, service, and repair of office equipment.

VI. Occupancy
Itemize office rental and insurance.

VII. Travel
Include but differentiate between local travel and travel outside of the 4C's geographic area.

VIII. Contractural Services
Technical expertise provided through contract should be itemized and typically includes: audit and bookkeeping.

IX. Miscellaneous
Those necessary costs associated with 4C programming that cannot be accommodated within other budget line items should be itemized. It is generally a good idea to keep the "miscellaneous" costs to an absolute minimum.

LOCATIONS OF LOCAL/REGIONAL 4C ORGANIZATIONS IN MICHIGAN

1. Gogebic-Ontonagon 4C
2. Dickinson-Iron 4C
3. Alger-Marquette 4C Committee
4. Menominee-Delta-Schoolcraft 4C Assoc.
5. Chippewa-Luce-Mackinac 4C
6. Region X 4C
7. Bay-Midland 4C Association
8. Saginaw 4C
9. Ottawa County 4C
10. Kent County 4C Association, Inc.
11. Flint-Genesee County 4C Assoc.,Inc.
12. Barry County 4C Steering Committee
13. Oakland County 4C
14. VanBuren County 4C Committee
15. Calhoun County 4C Committee
16. Jackson-Hillsdale 4C
17. Washtenaw County 4C, Inc.
18. 4C Council of Detroit/Wayne County
19. Berrien County 4C
20. St. Joseph County 4C
21. Lenawee County 4C Committee
22. Kalamazoo County 4C Committee
//// Central Planning District 4C Steering Committee
23. Ingham County Office for Young Children

SCOPE OF 4C ACTIVITIES

The following chart is a summarization of the scope of local/regional 4C activities in Michigan. Activities have been grouped within the three general categories of: public information, training and technical assistance, and community capacity building.

SCOPE OF 4C ACTIVITIES
JANUARY 1976

	PUBLIC INFORMATION				TRAINING AND TECHNICAL ASSISTANCE			COMMUNITY CAPACITY BUILDING				RECOGNITION STATUS	
	INFORMATION REFERRAL	NEWSLETTERS	BROCHURES	MEDIA PRE-SENTATIONS	CHILD CARE PROVIDERS	PARENTS/ CONSUMERS	AGENCY PERSONNEL	COOPERATIVE PURCHASING	LENDING LIBRARIES	RESOURCE MOBILIZATION	COORDINATION	INITIAL STATE EN-DORSEMENT	FULL STATE RECOGNITION
[redacted]GER-MARQUETTE										X	X		
[redacted]RRY										X	X		
BAY-MIDLAND										X	X		
[redacted]RRIEN										X	X		
CALHOUN										X	X		
[redacted]NTRAL PLANNING DISTRICT										X	X		
CHIPPEWA-LUCE [redacted]CKINAC										X	X		
DETROIT-WAYNE CO.	X	X	X	X	X	X	X		X	X	X		
[redacted]CKINSON-IRON							X			X	X		
[redacted]INT-GENESEE	X	X	X	X	X	X	X	X		X	X		X
GOGEBIC-ONTONAGON										X	X		
[redacted]GHAM	X	X	X	X	X	X	X			X	X		
JACKSON-HILLSDALE	X				X	X	X			X	X		
[redacted]LAMAZOO		X			X		X			X	X		
[redacted]NT	X	X	X	X	X	X	X	X	X	X	X		X
[redacted]LENAWEE										X	X		
[redacted]NOMINEE-DELTA [redacted]HOOLCRAFT										X	X		X
[redacted]KLAND	X	X			X		X			X	X	X	
[redacted]TTAWA					X	X	X		X	X	X		
[redacted]GION X						X	X			X	X		
SAGINAW	X	X	X		X	X	X			X	X		
[redacted]. JOSEPH										X	X		
[redacted]N BUREN										X	X		
[redacted]SHTENAW										X	X		X

LOCAL/REGIONAL 4C ORGANIZATIONS IN MICHIGAN: WHO TO CONTACT

The following list provides the names, addresses, and telephone numbers of contact persons for Local/Regional 4C's throughout Michigan.

Alger-Marquette 4C Committee

Delores Wright
600 Altamont Street
Marquette, MI 49855
(906) 226-2538

Barry County 4C Steering Committee

Anna Mead, Chairperson
Barry County Department of Social Services
110 West Center
Hastings, MI 49058
(616) 945-2437

Bay-Midland 4C Association

Lois Bradley, Chairperson
2915 East Chrysler Drive
Bay City, MI 48706
(517) 686-0083

Berrien County 4C Committee

Pamela Grappis, Coordinator
Department of Social Services
1134 South Crystal
Benton Harbor, MI 49022
(616) 926-7331

Calhoun County 4C Committee

Pearlie Parker, Chairperson
P.O. Box 1026
Battle Creek, MI 49016
(616) 965-7766

Diana Krievins, Director
P.O. Box 1026
Battle Creek, MI 49015
(616) 965-7766

Central Planning District 4C Steering Committee

Michael Whelan, Chairperson
Pre-School Coordinator, Delta-Schoolcraft Intermediate School District
P.O. Box 70
Gladstone, MI 49837
(906) 428-2344

Chippewa-Luce-Mackinac 4C

Tony Bosbous
P.O. Box 373
Sault Ste. Marie, MI 49783
(906) 632-3363

Dickinson-Iron Counties 4C Committee

Victor Borga, Chairperson
1203 Pewaki
Iron Mountain, MI 49801
(906) 774-9610

James Willis, Coordinator
Early Childhood Education
Intermediate School District
Crystal Lake Building
P.O. Box 731
Iron Mountain, MI 49801
(906) 774-9610

Flint-Genesee County 4C Association

Frumeth Hirsch, Chairperson
806 Thomson
Flint, MI 48503
(313) 234-0771

Thomas Turner, Coordinator
965 East Seventh Street
Flint, MI 48503
(313) 232-0145

4C Council of Detroit/Wayne County

Sharon Elliott, Chairperson
17385 Muirland
Detroit, MI 48221
(313) 863-3174

Sally Louise Brown, Coordinator
71 East Ferry Avenue
Detroit, MI 48202
(313) 874-1320

Gogebic-Ontonagon 4C

Benjamin Schiavetti
216 West Ayer
Ironwood, MI 49938
(906) 932-4200

Ingham County Office for Young Children

Tim Barrus, Chairperson
5924 Bois Isle, Apt. A2
Haslett, MI 48840
(517) 482-1504

Sharon Shay, Director
1321½ West Kalamazoo St.
Lansing, MI 48915
(517) 482-0888

Jackson-Hillsdale 4C

Richard Lichti, Chairperson
743 W. Michigan Avenue
Jackson, MI 49230
(517) 784-9175

Janet Kocher, Coordinator
401 South Mechanic Street
P.O. Box 1107
Jackson, MI 49204
(517) 787-3020

Kalamazoo County 4C Committee

Jacqueline Dillon, Chairperson
739 Minor Street
Kalamazoo, MI 49008
(616) 334-3740

Kent County 4C Association

Janet Emery, Chairperson
Downtown Day Care Center
47 Jefferson, S.E.
Grand Rapids, MI 49502
(616) 458-8480

Stan Roth, Director
500 Commerce Building
Grand Rapids, MI 49502
(616) 459-6281

Lenawee County 4C Steering Committee

Charlie Ojeda, Chairperson
618 S. Winter Street
Adrian, MI 49221
(517) 263-0707

Elaine Elliott, Co-Chairperson
Lenawee Vocational Center
North Adrian Highway
Adrian, MI 49221
(517) 263-2108

Menominee-Delta-Schoolcraft 4C Association

Shirley Oczus, Chairperson
P.O. Box 527
Escanaba, MI 49829
(906) 786-7080

Oakland County 4C

Juanita Fralick, Chairperson
Oakland County Health Department
1200 North Telegraph Road
Pontiac, MI 48053
(313) 858-1280

Paula Shoecraft, Child Care Programmer
Oakland-Livingston Human Services Agency
196 Oakland Avenue
Pontiac, MI 48058
(313) 858-5170

Ottawa County 4C's

Dorothy Cecil, Chairperson
133 West 11th Street
Holland, MI 49423
(616) 392-9693

Cora Visscher, Coordinator
Holland Day Care Center
77 West 11th Street
Holland, MI 49423
(616) 396-6105

Region X 4C

Sherri McMannus, Chairperson
3777 Inochee Trail
Traverse City, MI 49684
(616) 946-8801

Saginaw County 4C Association, Inc.

Caroline Scott, Chairperson
5959 Francis Drive
Saginaw, MI 48601
(517) 777-8406

St. Joseph County 4C

Barb Stiles, Chairperson
St. Joseph County Department
of Social Services
Box 156
612 East Main Street
Centreville, MI 49032
(616) 467-9535

VanBuren County 4C Committee

Imogene Kalebic, Coordinator
Department of Social Services
Red Arrow Highway
Hartford, MI 49057
(616) 621-3151

Washtenaw County 4C, Inc.

Shirley Roberts, Chairperson
1200 Brooks
Ann Arbor, MI 48103
(313) 971-6300